

WORK STRESS MANAGEMENT IN AN ORGANIZATION WITH THE ROLE OF HRM

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ABSTRACT

Behind of many problems in an employee's life, there is almost one reason that is stress. Stress is defined by a number of authors in their language. Stress at work place is an attention seeker phenomenon in this modern word. It's not just a word but a feeling which affect an individual physically, psychologically, emotionally and behaviorally. Job stress is affected by three different concepts which are, stressors, stress reaction, stress post-effect. Stress post-effect includes positive stress (eustress) and negative stress (distress). These both play different role in the concept of stress. Stress aspects that make an employee experience stress such as new project, targets, deadlines, new opportunity, extra working hours, employer's expectations, interpersonal relationship, colleagues' disputes etc are stressors. In an organization, various initiatives are taken and the strategies are constructed by the employees and employer to overcome this inevitable problem and make the employee comfortable and more efficient. The HRM plays an important role in this. The study focuses on the measures and keys to overcome stress with the role of HRM.

Keywords: work stress, stressors, post effects, Eustress, Distress, HRM

I. INTRODUCTION

1.1 Stress

The word stress is introduced by 'Hans Selye'. It is an inevitable thing in human life whether it's personal or work life. Stress is dubbed as health infestation of last two decades by WHO. Subsequently stress is defined by different author such as Beehr & Newman, McEwen, Robbins and Sanghi etc. They described Stress as a condition which arises from the people interactions and their works. Stress can be characterized by the forceful changes within people, to deviate from their normal functioning. We can also understand it simply by a feisty environment in which an individual is square up to a fortuity, constraints or demand associated to his/her preferences and the outcome is perceived to be both uncertain and important.

1.2 Work stress

Stress is an increasing phenomenon at work place that every employee experience in their

different phases of their work life. When an individual is employed somewhere he or she is confronted with some opportunities, demands, targets and threats one after another which creates a rush of thoughts in mind leads to work stress or job stress. It occurs when the obligations of the job do not tally with the abilities, deep pockets, or requirements of the worker. Work stress can be defined as the harmful physical and emotional responses that have received increasing attention, in the area of occupational health, over the last thirty years.

1.3 Levels of stress

As we pronounce the word stress, there are different images create in our mind, which all are negative. Because we think the word stress always put the negative impact in our life. But it's not true, stress has different levels and each and every level has different impact on human life. Fig. 1 explains that before the optimum level, stress always has positive impacts. It's a comfortable situation, where an individual work with more concentration and dedication. But when it cross its optimum level, it doesn't

remain just a word or feeling but serious problem, issues, disease like cancer, ulcer,

depression etc. even it may be reason of suicide



Fig. 1

Source: Martin 2018

If we talk about stress levels there are a number of studies which discussed about it such as: The study is conducted by **Ritu (2013)** to compare the manager's stress level in both private and public banking sector. For the study data is collected from 300 bank employees with the different factors such as age, gender and role. The study also focused on stress related problem issues and stress symptoms. The study revealed that among the 300 employees more than 150 employees suffered medium to high level stress. In the study of **Datt, Dr., Punam and Washington, Dr., Anthea (2015)** impact of stress on work performance and career development- Application of Herzberg's theory for handling stress effectively the researcher discussed the both kind of stress eustress or positive stress and distress or negative stress, their impact and the measures to overcome this stress with the help of Herzberg's theory. Positive stress factors always motivate an individual to work efficiently but negative stress factors has negative effects on physical psychological, behavioral, emotion health

1.4 Stress impacts

Work stress is a situation in which individual sometimes lost her sense of control, work efficiency, interest in his job. Many organizations in United State believe that the increasing rate of stress has dreadful effects on

employees' productivity. Some organizations are not place adequately in quantitative environment but there is always an effort to increase the productivity so as to get maximize the company, there are companies which provide sensitivity to the employees but still there productivity is reasonable depends upon human resource management and inter relationship between the employee and employer. It has been also observed that the employees are given perverse atmosphere to work for the employer but does not bother about the impact on health of the persons as well as his responsibilities outside the companies, the employer hardly find a person of requisite qualification and aptitude to work for in the company and the employee is asked to fulfill every best possible demand of employer that ultimately Leads to anxiety, depression etc. in the employees.

Many authors gave the deep study about it. Such as **Bhavani SA, Sharavan and Arpitha (2015)** studied about employee engagement and productivity. They interpret there is direct relation between employee engagement and productivity. If company's employee is happy and satisfied he/she will work with emotional attachment that will ultimately increase productivity and consumer satisfaction. **Bharathi T and Gupta K.S (2017)**, examine the studies and researches to explain work

Stress and Productive capacity factors. These factors have been discovered to develop the hypothetical structure. The study includes work stress variable such as Heavy Workload, Job insecurity, Role obscurity, New Job, Over Supervision, Job Satisfaction, Work life Balance, Lack of Resource, Different Commitments, Relationship Conflicts, Official Support and Sex Discrimination. Timings, Competence of Supervisors, Compensation, Group Dynamics, Absenteeism and Presentism are the variables used for Productivity. Above review of different also supported the relationship between stress and productivity and efficiency.

Stress is affected by different factors such as age, designation, work load, working hours, workplace atmosphere etc. It's also revealed from studies that young employees experience more stress instead of old employees. In the study of levels of stress by **Eric S. Parilla, (2012)**, it revealed that job stress not at affected by personal character but job position. There is normal stress observed in employees working under high profile job or top management such as president or vice president. Highest level of stress is observed in level of directors and deans and balance stress is observed in staff and faculty level. **Kumari Geeta, Joshi Gaurav, Pandey K. M. (2014)**, examine in their study conducted in HCL, company with 100 employees the level of stress is always high in young age group. As 93% of employees felt high level stress under 40 age group. 74% people felt frustrated because of deadline one after another. Even they often felt lost or losing sense of control in their lives.

Work place environment plays an important role to increase the level of stress. Happy and healthy environment keeps employees refresh and energetic to do their work with more efficiently. **Singh vikram and chaudhary suresh (2017)** revealed in their study by various test i.e. T-test and standard deviation. That there is relation between employee's workplace and behavior, productivity and performance. They discussed the term QWL (Quality of work life), if the employee get a good quality of work life he can enjoy his personal life as well which ultimately reduce stress.

1.5 Stress post effects

Stress gives birth to a lot of issues in life but it is curable. Actually stress always gives some early signs such as sleeping disturbance, irregularity in work, headache, aches and pain, digestion issues, disrelish, quick pulse rate, loss of eroticism, cold and flu, procrastinating liabilities, addiction of smoke drug etc., over eating or reduced eating, anxious habits like desk tapping, irritating behavior etc. Stress can be identified at this early stage and can be treat calmly by adopting some prevention techniques and intervention such as company trips, friendly behavior, quarterly party etc. **Negi Poonam (2013)** explained in her paper, a comparative study on job stress among the employees of SBI and HDFC Bank, the different stress level and methods to get grips with it. She introduced three different stages of stress i.e. Alarm stage, resistance stage, exhaustion stage. At these stages stress level increases and correspondingly become more dangerous. But accurate strategies, organizational support friendly social environment may be helpful to reduce stress. If this stress is not treated well then it can be more harmful and dangerous then accepted. It may leads to Suicide, Cancer, Ulcer, Job lay off, Jeopardize Company etc.

To overcome the stress, there must be some strategies followed by employee and employer as well. These strategies are helpful to make an employee work more efficiently, effectively and dedicatedly. **Jain Priyasha, Batra Akhil (2015)** examine in their paper published in IOSR journal that stress can be control if we focus on techniques of reducing stress not only cause of stress. There should be coordination and cooperation within the employees and supervisors. Managers' friendly behavior and proper feedback always motivate the employees to do better.

2. Literature review

Daniels k, Gedikli C, Watson D (2017) interpret in their paper that if the initiatives of shared social activities is combined it may be enhanced employees welfare. One can't associate a good social environment at the workplace without the employee welfare.

In the comparative study of workplace of agriculture and IT Sector by Prasad K.D.V, Vaidya Rajesh and Kumar V Anil (2016)

revealed that there is moderate stress at both situations and one can get grips with this stress by developing some effective strategies by keeping in mind different factors of stress at work place

Bharathi T and Gupta K.S. (2017), interpret in their study the relation between job stress and productivity. By the two tests Correlation and ANOVA. Through regression they proved there is negative relation between both aspects. If the job stress increases there will be decrease in productivity. It's reveal by the ANOVA TEST that population characteristics do not have difference in work stress.

Rasool S.F, Samma Madeeha (2020) examine in their study, occupational stress does not allow employee to do their work efficiently and effectively. Work place violence plays a huge role to increase the level of stress and diminishing productivity. On the other hand, harassment, mobbing, ostracism, stalking are some other aspects that increase stress and reduce morale, effects on emotional wellbeing, lessens productivity leads to anxiety and depression.

Yogeshwaram p. (2016) examined in his study that stress affect the employee in both ways physically and psychologically. It affects the work life and personal life as well. Work life balance needs the efforts made by all company, government, employee's family and employee his self. With the equal contribution of employer and employee one can overcome this issue.

Karthik R. (2013) revealed in his study the stress level of employees in the personal and work condition. He says that stress can affect a person in two ways good or bad. The study explained that if there is moderate stress it can be helpful to do work more efficiently. He also discussed the measures and role of organization to reduce stress.

. Parida Sarit Sambit (2016) discussed in her study about policies adopted by the different companies i.e. Intel, Tata (manufacturing), city India, HCL, PepsiCo India, Marico, Hindustan lever ltd., ICICI for the employee's benefit. The study examined that to meet the targets given to the employee; they have to work after normal working hours that lead to stress. There should be WLBP's in the companies for the employee's benefit.

Wan Hussin (2008) study on stress management at workplace developed a 3D model of stress management. He explained stress management strategy in 3 different stages. Where, in I stage he surveyed the exact situation and called it unexpected stage. In II stage he determined the level of stress and called stress projection. And in the last and III stage which is expected stage - the stress findings is based on a stress management strategy, mastery techniques and complete knowledge of physical, mental and occupational consequences.

The study of Sankpal, Negi, Vashishtha (2010) was conducted to compare manager's work stress in public and private banks with the sample size of 100 employees (50 each in both private and public sector). This exploratory study reveals that the employees working in private banks bear more stress comparative to public bank. There is no dissimilarity is observed between the employees of both private and public sector in their role expectation.

In the study of Jayashree, Rajendran (2011) the main objective of researcher was to analyze work stress among the employees of public sector. The data of 100 employees is collected through questionnaire and personal interview. After the pilot study and survey its' revealed that 97 percent of employees are in stress and remain 3 percent are fine with their job. The study is proceed with the help of the help of different factors and causes of stress

The study by Samartha, Begum, Lokesh (2014) has been conducted to analyze the difference among public and private sector banks stress. The researcher used both primary and secondary data for the study. For the study researcher focused on total 6 banks of India 3 each from both public sector and private sector banks. Data is collected from 537 employees where 126 employees belong to private sector and remaining 411 belongs to public sector. With the help of the chi square test its' revealed that level of stress in both banks private and public sectors with respect to their work demand are almost identical.

3. OBJECTIVES OF STUDY

- To analyze the level of stress to the

employees of companies.

- To identify the role of HRM in stress reducing.
- To identify the impact and reducing measures of work stress.

4. RESEARCH METHODOLOGY

4.1 Data collection

The present study will be based on primary and secondary data collection. Primary data source is questionnaires Focused group discussions, Interviews and discussions with 50 employees of Indian companies.

Secondary data sources would be research conducted/ available by scholars, paper published in online journals and books, relevant websites.

4.2 Data analysis

The information collected from the employees of different companies where 66% of employees are males and remain 34% are females revealed that top level employees has low to moderate stress whether medium and low level employees feels moderate to high level stress at their workplace. 46% of employees feel stress and 40% of employees are even not sure or we can say they did not realize that they are in stress.

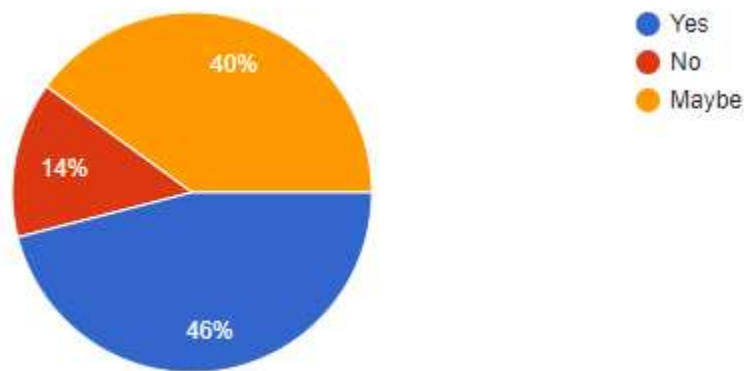


Fig. 2

The chart in fig 3 shows that 24 employees feels all type of stress which is 48% of total sample size, whether employees remaining

52% of employees feel physical, psychological and behavioral stress in their workplace.

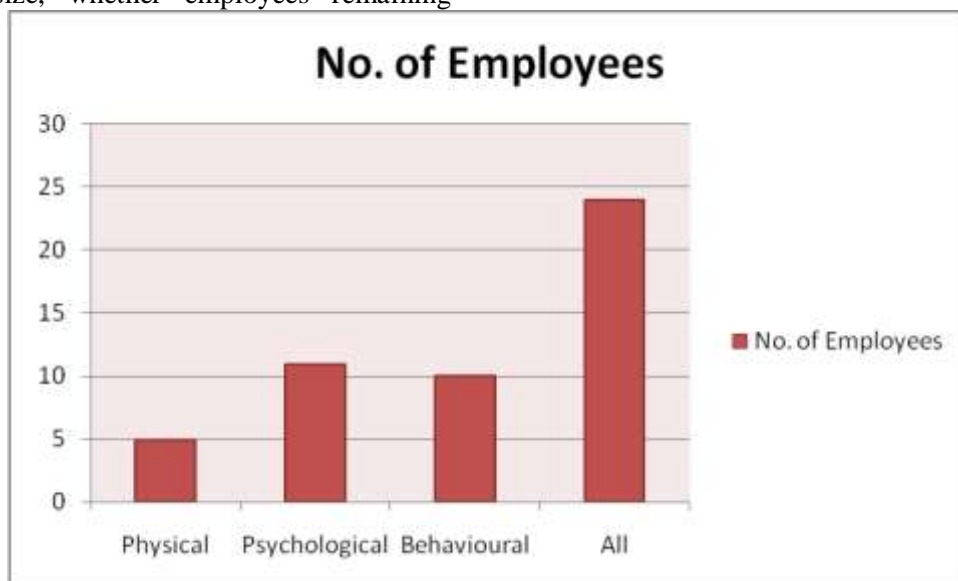


Fig 3

AREAS	0(no stress)	1(very low stress)	2(low stress)	3(moderate stress)	4(high stress)	5(very high stress)
Working in normal working hour	48%	14%	20%	12%	4%	0
Working after normal working hour	6%	24%	14%	18%	24%	12%
Working in humorous environment	42%	22%	20%	14%	0	0
Colleagues'/employers' behavior effect your stress level	18%	28%	6%	16%	14%	16%
Tight deadlines	10%	12%	10%	28%	28%	12%
Work stress effect your work efficiency	16%	12%	12%	16%	20%	22%
Work stress effect your work life balance	12%	16%	4%	16%	22%	28%
No support from HRM of your work place affect your work stress	20%	10%	8%	16%	18%	24%

Table 1 show that there are different impacts of work stress on employees at various situations. Such as during normal working hours 82% of employees feel zero to moderate stress, while after normal working hours 68% of employees feel low to very high level stress. It also disclosed 42% of employees feel that humorous environment leads to zero stress. Colleagues' behavior, tight deadlines, and no support of HRM leads to moderate to very high level stress.

5. ROLE OF HRM

There is important role of HRM to reduce the work stress. HRM has the key of this inevitable stress. As our survey revealed that the work environment plays an important role in work stress and this stress can reduce by:

Monitoring working hours: working hours should monitor time to time, extra working

hours leads to too much stress and badly affect the work life balance.

Job recognition: Employees' work or performance must be recognize and appreciated by giving some rewards, incentives, gifts, promotion etc.

Entertainment activities: HRM should organize some sports or fun activity, trips, events, celebration, monthly party, quiz, competitions etc. it can be helpful to reduce the stress level.

Work allocation: Heavy work load is a major issue, It increases the stress level too much. HRM make sure that work and time should properly allocate.

Make some policies and strategies to overcome the work stress. HR should also create a system for Career growth roadmaps for the employees. HRM should never ignore the employees' problems and take appropriate measures for it.

6. CONCLUSION

Everyone wants Peace in their life whether its work place or home. Work stress is a serious issue in the modern life style. It's become a problem that must be resolved. The study revealed that the high level designated employees experience low stress and vice versa. Work stress impacts the employee physically psychologically and behaviorally. At different situation the level of work stress vary. The study disclosed that if proper steps are taken by the HRM and proper strategies are made to overcome this stress it can be reduce. Humorous environment, good infrastructure, proper work allocation, friendly behavior, is helpful to get rid of the inevitable problem.

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